



IE FOCUS

Summer 2016

Warm Hospitality in Cold Lake: a Message from the ADM

This issue of our newsletter focuses on the Western region. Earlier this summer, I visited Cold Lake to take in [Exercise Maple Flag](#), where I got a chance to see first-hand how [ADM\(IE\)](#)'s efforts to build, maintain and operate the infrastructure at Cold Lake directly contribute to the success of world-class events such as Exercise Maple Flag.

My last trip to Cold Lake was a little over two years ago, shortly after I started at ADM(IE). While I was there, the pilots put on an airshow for local residents -- a great community outreach opportunity -- and we were all really impressed by the planes and by the incredible skill and stamina of our Royal Canadian Air Force (RCAF) pilots. So, when I was invited back this year for Exercise Maple Flag, including an opportunity to go for a flight in a CF-18, needless to say, it was an immediate, "Yes!"

On Day 1 of my visit to Cold Lake, I took some time to talk infrastructure with 4 Wing Commander, Col Eric Kenny, Real Property Operations Detachment Cold Lake, Commanding Officer (CO), Maj Hartwig, and former Real Property Operations Unit (RP Ops Unit) (West) CO, LCol Chad Rizatto, as well as have a look at the newly constructed and renovated residential housing units.

With business tended to, it was time



ADM(IE), Jaime Pitfield poses for his "hero shot" before his CF-18 flight at 4 Wing Cold Lake during Exercise Maple Flag.

to get airborne. My capable pilot, Capt Denis Beaulieu, hit the afterburners and got us up to 10,000 feet in a matter of seconds then levelled us off, and before I could brace myself, the plane was on

In this issue

Warm Hospitality in Cold Lake: a Message from the ADM

ADM(IE) Supports Exercise Maple Flag at 4 Wing Cold Lake

1 CAD A4 CE Infrastructure Stand Down

CFHA Visits the Western Region to Tour New Residential Housing Units

Borden is Getting Ready for IEBM
ADM(IE) Business Planning

Capt Jason Berry: a Modest Infrastructure Proposal

What is a Public-Private Partnership?

Construction Complete on 3rd Canadian Division Headquarters in Winnipeg

Change of Command Ceremony at Canadian Forces Base Edmonton

New and Improved GCTools, Reimagined for You!

its side, and we were off to fulfill our mission. Thanks largely to the pressure suit I was wearing, I was able to remain (mostly) conscious during the two-hour training exercise.

I'd like to thank Col Kenny, LCol Rizatto, my pilot Capt Beaulieu, and Tammy Bright-Burden, Wing Visits Officer, for

(continued on page 2)

(continued from page 1)

welcoming me during such a busy time. I received nothing but warm hospitality in Cold Lake. I'd also like to thank all ADM(IE) staff in and outside of Cold Lake. Your hard work and dedication ensure that our infrastructure is up to the task of supporting the Canadian

Armed Forces' operational success, at Cold Lake, and at all our bases and wings. Now that ADM(IE) is the sole manager of all Department of National Defence infrastructure across Canada, it is vitally important that we make the effort to build connections, and I really

appreciated the opportunity to do just that in Cold Lake.

Jaime Pitfield

ADM(IE)

EDITOR'S NOTE

In this issue of IE Focus, many of our articles zero in on ADM(IE) people and places in the Western Region. A few ADM(IE) VIPs made the trek West during the last quarter: Colonel Kevin Horgan visited [CFB Edmonton](#) for a Change of Command Ceremony, Dominique Francoeur, CEO of the [Canadian Forces Housing Agency](#) (CFHA), visited a few locations in the West, notably [15 Wing Moose Jaw](#) for a ribbon-cutting ceremony for several new residential housing units, and our very own ADM, Jaime Pitfield, visited [4 Wing Cold Lake](#) during [Exercise Maple Flag](#), where he had a pretty high-flying day. We profile Capt Jason Berry, RP Ops Unit (West), Edmonton, and Nicholas Psihramis, Project Manager in the [Directorate of Construction Project Delivery](#) (DCPD), tells us about the new 3rd Canadian Division Headquarters building at [17 Wing Winnipeg](#).

This issue also touches on a few items that will interest readers from coast-to-coast: Kazi Hossain, a student in ADM(IE)'s Directorate of Business Planning and Performance, tells us about ADM(IE)'s new [Functional Planning Guidance](#) document, James Budd from the Directorate of Portfolio Innovation explains how public-private partnerships (P3s) work within ADM(IE), and Jacky Sauve from [ADM\(IE\) Communications](#) tells us about recent improvements to GCTools.

Also, in case you didn't know, the IE Focus is available in PDF format. This highly readable and eye-catching layout option is great for mobile viewing and for printing and sharing the IE Focus with your ADM(IE) colleagues. So go ahead, share the love and print a few copies for your lunch room.

As always, I'd love to know what's going on where you work and live. If you have any stories you'd like to share, please drop me a [line](#).

Kelly Clarke

Editor | Communications | ADM(IE) | Ottawa



EVENTS

ADM(IE) Supports Exercise Maple Flag at 4 Wing Cold Lake



A French Air Force M2000 Mirage fighter flies over a United States Air Force E3 Century parked beside 1 Hangar during Exercise Maple Flag at 4 Wing Cold Lake. Photo by: Cpl Ian Thompson, 4 Wing Imaging.

The success of [Exercise Maple Flag](#), an international air combat exercise held annually at [4 Wing Cold Lake](#), relies heavily on logistical support. ADM(IE)'s Real Property Operations Unit (RP Ops Unit) (West) works side-by-side with Wing Logistics and Engineering (WLE) to make sure it all runs smoothly. The expertise of our tradespeople ensures that 4 Wing Cold Lake is able to meet the requirements of our visiting nations; whether it is the electrical shop providing power for building and maintaining airfield lighting, the plumbing shop keeping the water and plumbing running smoothly, the carpentry shop providing building access, or the refrigeration and mechanical shop keeping the air conditioning running and aircraft arrestor systems functional.

2017 marks the 50th anniversary of Exercise Maple Flag. RP Ops Unit (West) is working on several initiatives that will directly support the success of Maple Flag 50. There will be enhancements to the physical security of Maple Flag infrastructure and surrounding areas. This higher security classification

level will bring Maple Flag in line with other international Air Force exercises such as Red Flag in the United States. Apron replacements, sealing of cracks and upgrades to storm-water drainage are currently underway. These improvements will raise the quality and reliability of our airfield, reduce the risk of foreign object damage, and improve overall flight safety.

RP Ops Unit (West) works hard all year long to plan and coordinate construction projects that not only make events like Exercise Maple Flag possible, but also improve the safety and quality of life at 4 Wing, and strongly align with 4 Wing Cold Lake's operational focus. We literally lay the groundwork for current and future success at 4 Wing. Chimo!

Wayne Poulson

Planning Officer | RP Ops Unit (West) |
ADM(IE) | 4 Wing Cold Lake

1 CAD A4 CE Infrastructure Stand Down

ADM(IE) officially assumed responsibility for the management of all Defence real property assets on 1 April, and after more than 50 years of service, the 1 Canadian Air Division (1 CAD) A4 Construction Engineering Infrastructure (A4 CE Infrastructure) section stood down within the Royal Canadian Air Force (RCAF) as the mandate and methods of the former A4 CE Infrastructure shifted to a new paradigm under ADM(IE). The new team falls under the [Directorate of Architecture and Engineering Services \(DAES\)](#), with the bulk of the group landing within the new Aerodrome Engineering Section.

The new Aerodrome Section continues to provide engineering, architectural, and professional-level technical support for RCAF aerodromes and has also assumed responsibility for Royal Canadian Navy and Canadian Army aerodromes. “If it’s on or about a flight line within the Department of National Defence (DND), there is an excellent chance the technical buck stops here,” said LCol Wayne Watson, the new Chief Aerodrome Engineer.

Over the last five decades, A4 CE Infrastructure team members have been much more than just technical experts; they have collectively conceived, developed, and delivered, billions of dollars in RCAF infrastructure across Canada and around the world. As part of the Airlift Capability Project to house the new CC130J and CC117 fleets at 8 Wing Trenton, the team rolled out an \$860M project over nearly a decade of sustained effort.



As part of the Airlift Capability Project to house the new CC130J and CC117 fleets at 8 Wing Trenton, the A4 CE Infrastructure team rolled out an \$860M project over nearly a decade of sustained effort. Hangar 1 (right), Hangar 2 (left).

In support of global deployments, A4 CE Infrastructure has mobilized into Albania, Haiti, and Afghanistan. The conceptualization, design, and construction of ramps and hangars at Kandahar airfield for instance, were so skillfully and efficiently done, that it proved to be a model example to NATO allies of “Canadian capability.” In the domestic realm, this crack team has constructed completely new airfields in the wilderness, and for the first time in decades, ice runways were constructed under A4 CE Infrastructure’s expert technical

supervision. Beyond their work on aerodromes, the Section has been responsible for virtually all types of RCAF infrastructure over the years; office buildings, military accommodations, fuel farms, even award-winning sewage-treatment systems in the Arctic, have all been created from the minds and desks of this dynamic and professional group.



These airfield hangars in Kandahar are a model example to our NATO allies of “Canadian capability.”

Over the years, annual section budgets have varied greatly, according to government priorities, but an average annual range of \$25-\$100M gives a sense of the magnitude of work entrusted to this outfit at any given time. From planning and programming, working with the [Real Property Operations](#) team, designing, developing, project managing, contracting and implementing projects with Defence Construction Canada partners, this team has always gone above and beyond the call of duty to support infrastructure projects for the RCAF.

Organizations evolve over time, according to the priorities of the day, but the mission and tasks required to support multigenerational assets like infrastructure actually remain relatively constant. The people of A4 CE Infrastructure have always been dedicated to supporting the infrastructure of the RCAF, and now they lend their expertise to support a wider scope of infrastructure assets across DND.

Their skills, experience, and capacity strengthen ADM(IE)’s efforts to achieve its vision to build and manage an affordable and integrated portfolio of DND real property assets.

David A. Strong, P.Eng CD

Realty Asset Manager | Directorate of Architecture and Engineering Services | ADM(IE) | Winnipeg

FEATURE ARTICLE

CFHA Visits the Western Region to Tour New Residential Housing Units



A ribbon-cutting ceremony took place on June 23 at 15 Wing Moose Jaw to mark investments made in DND housing. These include: 4 new semi-detached residential housing units, 14 exterior retrofits and 8 whole-house renovations. An additional \$3M is planned for similar projects at 15 Wing Moose Jaw in the coming year. Left to right: CWO Michel Blain (left), CFHA CEO, Dominique Francoeur (centre), 15 Wing Commander, Col Alex Day (right).

Since April 1, 1996, the [Canadian Forces Housing Agency](#) (CFHA) has been managing DND's housing program, and CEO, Dominique Francoeur, says that in the past six years she's seen remarkable changes and improvement in the condition of residential housing units on our bases and wings. This is due, in part, to the close collaboration the Agency has developed with internal and external stakeholders. On her recent trip West to visit CFBs [Edmonton](#), [Moose Jaw](#), [Suffield](#) and [Wainwright](#), Ms. Francoeur was proud of the amazing results the Department's recent investments in its housing infrastructure have yielded for occupants.

It's not Just Housing, it's Home

In 2015/16, CFHA successfully implemented \$52.75M in capital projects by investing in interior and exterior renovations and the construction of new residential housing units. In 2014, the federal government announced \$5.8B in infrastructure investments, of which \$102.75M was allocated to CFHA to renovate the existing housing port-

folio and build new housing units suited to the modern lifestyle needs of military members and their families. For a breakdown of investments on individual bases and wings, please visit the [CFHA website](#).

Through both formal and informal surveys, CFHA's occupants expressed that they want to live in modern, efficient, attractive housing. The majority of the Department's existing housing units were built in the 1950s and 60s, and their segmented floorplans, dated finishes, and insufficient storage made them unattractive to today's military members. Exterior upgrades to siding, roofing, windows, doors, as well as interior updates, including open floorplans, renovated kitchens and bathrooms and the addition of powder rooms, makes these units comparable with homes available on the open market and better suited to the needs of modern military members.

The final product and the satisfaction occupants are expressing about the work being done on mil-

itary housing means that CFHA is listening and will continue to do so to ensure they stay on the right track.

As an added bonus, the new and newly renovated housing stock is more energy efficient, allowing occupants to live more comfortably, use less energy and save money. As Ms. Francoeur noted, “We have done quite a bit of renovation, what we call ‘fully re-capitalized interiors.’ To have a brand-new house, it feels really good. It’s contemporary, and that’s what the families are asking for.” CFHA has constructed brand-new residential housing units in Moose Jaw, Bagotville, Shilo, Comox, Esquimalt, Cold Lake, Petawawa and Greenwood, but there is still a lot more work to do, and the Agency has plans in place to ensure continued improvements to DND housing on bases and wings nation wide.

Customer Service Counts

CFHA’s frontline staff has always been amazing. The Agency puts a lot of emphasis on training and, in parallel with that, the investments Defence has made in infrastructure means that there are now far fewer complaints from occupants, making it possible for CFHA base-level staff to focus on building relationships with occupants and fostering connections with the Ombudsman, base personnel, and Real Property Operations (RP Ops) staff on every base and wing.

Excellence Canada Award

CFHA has more than just its 20th anniversary to celebrate this year. The Agency was recently given the [Excellence Canada](#) Gold Award for service organizations. The award, championed by the His Excellency, the Right Honourable David Johnston, Governor General of Canada, recognizes excellence in six key areas: Leadership and Governance, Strategy and Planning, Customer Experience, People Engagement, Process and Project Management, and Partners and Supplies.

CFHA Occupants

CFHA knows its occupants share more than a street or a building: they share a lifestyle and a commitment to Canada that is indisputable. The Agency is extremely proud to serve military members and their families and to be able to contribute to just one small part of a better quality of life: a safe, healthy and attractive option for housing. As CFHA celebrates 20 years of service to the Canadian Armed Forces, they look forward to the next 20 years, including finding new innovative ways to meet the future residential needs of the men and women, and their families, who serve our great nation.

Kelly Clarke

Editor | Communications | ADM(IE) | Ottawa



TRANSFORMATION

Borden is Getting Ready for IEBM

In less than two months, Detachment Borden will start working with the new [Infrastructure and Environment Business Modernization](#) (IEBM) solution, making Borden the first of 33 Base and Wing locations to use the new system for Defence real property maintenance, portfolio and investment planning, detailed three-dimensional information on our real property assets, and reporting. The solution will provide a complete overview of departmental assets and increase ADM(IE)'s capacity to see the big picture when planning real property acquisitions, construction, maintenance, operations and divestments.

From Oct. 17 to Nov. 4, over 100 end-users will learn how to use the new solution. Instructors who will deliver training at other locations from January to March will also have the opportunity to get familiar with the new system and course material.

Personnel located in the Atlantic region, Ontario and Manitoba will learn how to use the IEBM solution from Jan. 9 to 27, 2017. Employees located in Quebec, the West region, and Northern provinces and territories will receive training from Feb. 13 to Mar. 3, 2017.

FAQ page

To better understand the IEBM project, check out the answers to [frequently asked questions on IEBM](#). [Contact](#) the IEBM team if you have more questions about the project.

Philippe de Léséleuc

Communication Advisor | Communications | ADM(IE) | Ottawa



On Aug. 17, Maj Craig Crawley hosted a town hall to brief Real Property Operations Detachment Borden personnel on the IEBM project. From left to right: Crystal Brox, Sgt Jason Bauer, Dave Whitley, Capt Roy Kang, Garry Green, Teresa Oman, Randy Nieman, Duane Eldridge, Patrick Johnston, Cindy McLeod, Celia Diephuis, Bryan Pellerin.

FEATURE ARTICLE

ADM(IE) Business Planning



Members of ADM(IE)'s Business Planning and Performance team, left to right: Madelon Wilson, Business Planning and Audit Coordinator, Gennifer Stainforth, L1 Integrated Resource Planning Manager, Karen Little, L1 Senior Analyst Business Planning, Kazi Hossain, Business Planning, Performance and Governance Researcher, Michelle Sanders, Director IE Business Planning and Performance

Over the last several months the ADM(IE) [Directorate of Business Planning and Performance](#) has been busy working with ADM(IE) subject matter experts to develop the ADM(IE) [Functional Planning Guidance](#) (FPG) document. The aim of the FPG is to ensure that a standardized approach is taken across the Department of National Defence for the management of five areas for which ADM(IE) exercises functional authority:

- Real Property (RP) and immovable lifecycles
- Environmental protection and stewardship
- Indigenous affairs
- Fire protection and respiratory protection
- Ionizing radiation regulation and safety

This document sets quantifiable goals and provides guidance on issues of significance, including performance measures. It will help us adopt a performance management methodology. It also outlines specific guidance for each functional area, measures and targets, accountable parties (L1s), and the ADM(IE) point of contact.

The Business Planning and Performance team used a collaborative approach to develop a clear and easy-to-

use FPG document that will enable planning within the Department. With input from end-users across DND, ADM(IE) was the first L1 in the Department to distribute its functional planning guide.

An effective FPG will give Defence L1 organizations access to the necessary information early in the business planning process, allowing them to allocate the right level of resources to achieve the targets established in the guidance document. The FPG can also serve as a handy reference when requesting resources through the business planning process. The Business Planning and Performance team is proud to have coordinated the development and distribution of the Functional Planning Guidance 2017-2018 on behalf of ADM(IE) and will continue to improve this process for the next planning cycle. Thank you to all those who provided input and advice along the way.

Kazi Hossain

Researcher | Business Planning and Performance |
ADM(IE) | Ottawa

Capt Jason Berry: A Modest Infrastructure Proposal



Captain Berry (centre) participating in the recent Change of Command Parade at Edmonton Garrison.

My military career

I originally joined the Canadian Armed Forces (CAF) in 1990 as a naval reservist and eventually went back to Queen's University in 2004 to become a field engineering officer. I've built my life and career around challenging myself both physically and mentally, whether it be as a naval diver, surface rescue diver on the Navy's manned submersibles, jumper on the Skyhawks, combat diver or Explosive Ordnance Disposal (EOD) operator. However, my most complex intellectual challenge yet has been trying to figure out how to make better infrastructure decisions and influence others around me to do the same.

I was posted to the Land Force Western Area Engineers as a Project Development Officer in 2012

and saw the transition to 3 CDSG Engineering Services. In 2015, I was posted to 2IC Engineering Service, Edmonton, (now part of Real Property Operations Unit, West) where I remain today.

Family

Family is very important to me, which also extends not only to my immediate family but my military family as well. I have a hectic household with two great boys, ages two and three, with another son due in October. My wife is the love of my life and her daily professional obligations are far more demanding than mine. She is a physician in the Army Reserves, an attending physician at the University of Alberta emergency department and the Medical Director for Edmonton Emergency Medical Services. I am often left wondering

how I can apply her ability to manage demands to my infrastructure management responsibilities.

Challenges of ADM(IE) transformation

The crux of the Auditor General's 2012 report on the state of infrastructure in DND that was the impetus for ADM(IE) transformation is that we need to do better. Our transformation gives us the opportunity to start anew and shed some of the processes that do not improve our ability to make better decisions.

Convincing people that IE Business Modernization (IEBM) is the first step in the collection and standardization of data that will inform our future decision-making, is sometimes a challenge. We will need to identify which metrics we need in place to generate the business intelligence necessary to achieve sustainable strategic planning and efficient service delivery.

To ensure that we are doing the best job possible managing DND's multi-million dollar budgets, we need good managers in place who have training in infrastructure management. To that end, I conceived a professional development plan for those coming into infrastructure. My chain of command was very receptive to this idea and approved it for implementation. This continuing education program includes Project Management Professional (PMP) development, ISO 55000 training in asset management, as well as sustainable infrastructure practices. My goal is to have Program Management



Captain Berry participating in Real Property Operations Unit (West) adventure training in Banff National Park June 2016. Fairview Mountain, Lake Louise.

Professional (PgMP) certification added to this training plan by end of year. The intent here is to provide the professional development and leadership necessary to help us bridge the gap to a better infrastructure future.

So what's the next step?

Our transformation is helping us to build a long-term mature model

of portfolio management. With IEBM set in motion to collect and standardize the data that we will need in the near future to make better decisions, the next step will be to identify performance objectives and indicators that will not only help us make better decisions, but also show whether we are in fact doing better.

Everyone should have a holistic understanding of the challenges

facing us to ensure we capitalize intradepartmental collaboration and cooperation while stymieing silo ideology. It's together we make this a reality.

Capt Jason Berry

RP Ops Unit (West) |
ADM(IE) | Edmonton

IE Focus submission guidelines

Do you have a story to tell, an announcement to make, a special event to broadcast, a news item you'd like to share? Everyone within the IE Community is encouraged to write pertinent stories to be shared across the organization. [Click here for](#)

[guidelines](#) to help you craft articles that are interesting and valuable. Please send your submissions to Kelly Clarke at [+Communication_ADM\(IE\)-SMA\(IE\)_@ADM\(IE\)_@Ottawa-Hull](mailto:+Communication_ADM(IE)-SMA(IE)_@ADM(IE)_@Ottawa-Hull)



FEATURE ARTICLE

What is a public-private partnership?



From left to right, members of the Directorate of Portfolio Innovation (DPI): James Budd, Strategic Asset Manager; Kasole Nyembo, Realty Asset Strategic Planner; Randy Wiseman, Capital Assistance Program Advisor; Mats Striegler, Strategic Portfolio Analyst; Sebastien Labelle, (Former) Director of Portfolio Innovation; Paul Schauerte, Acting Director Portfolio Innovation; Cameron McEwen, Manager, Portfolio Analysis; Richard Youmaran, Strategic Asset Manager.

Public-Private Partnerships (P3s) are a long-term performance-based approach to procuring public infrastructure where the private sector assumes a major share of the risks in terms of financing and construction and ensuring effective performance of the infrastructure, from design and planning, to long-term maintenance.

P3s are a tool in the toolbox to deliver the public infrastructure investments Canadians need. P3s work because they engage the expertise and innovation of the private sector to deliver public infrastructure projects. P3s transfer much of the risk (cost overruns, scheduling delays, unexpected maintenance, latent defects in the assets) to the private sector by engaging private-sector partners in a long-term contract. This contract makes ongoing operations and maintenance payments from the public-sector partner to the private-sector partner dependent on quality and performance of the asset.

In practical terms, this means that:

- governments do not pay for the asset until it is built and operational
- a substantial portion of the contract is paid out over the long term, and only if the asset is properly maintained by private-sector partners and performs well
- the lifetime cost of the asset is known upfront, meaning that taxpayers are not on the hook for costs that arise unexpectedly during the contract period

P3s are not the right solution in every case, but when applied to the right projects, can provide many benefits.

P3 Procurement at DND

P3s have been used for Defence infrastructure by other countries for over a decade. In Canada, provinces and municipalities have delivered over 230 P3 projects to date. This innovative yet proven approach to infrastructure procurement has saved millions of dollars while accelerating project delivery timelines, and allowing the public sector to focus on its core business.

Recognizing the potential of P3s, ADM(IE) created the Directorate of Portfolio Innovation (DPI), currently led by Paul Schauerte, in May 2015 with the mandate to evaluate and develop P3 projects within the Department of National Defence. ADM(IE) has staffed DPI with several P3 experts.

In collaboration with the Directorate of Construction Project Delivery (DCPD), the Directorate of Architecture and Engineering Services (DAES) and the Real Property Operations Group (RP Ops), DPI is currently developing three projects at bases across the country. The first project, the District Heating and Municipal Upgrade Project, includes:

- the design, construction, and operation of a new heating solution at the Dockyard and Stadacona sites at CFB Halifax
- replacement or upgrade of underground distribution systems and underground utility networks
- demolition of the facilities which will be decommissioned and the rehabilitation of roads and other structures above ground
- energy efficiency measures on the buildings to mitigate greenhouse gas emissions and reduce heating demand on the sites

The project is expected to be in market mid-2017. Stay tuned for more updates!

James Budd

Strategic Asset Manager | Directorate of Portfolio Innovation | ADM(IE) | Ottawa



GCconnex

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How to create your GCconnex account:

1. Go to <http://gcconnex.gc.ca>
2. Register using your work email address

How to join the ADM(IE) discussion:

1. Go to the [ADM\(IE\) GCconnex Group page](#)
2. Select “join group”
3. Select “group discussion” in the right-hand menu
4. Share your feedback on ongoing conversations and create new discussion topics

Construction Complete on 3rd Canadian Division Headquarters in Winnipeg



3rd Canadian Division Support Base, Edmonton

The [Canadian Army](#) has taken the final step in the consolidation of operations at [3rd Canadian Division Support Base](#), Edmonton. This two-storey 8,159m² headquarters facility serves as a combined headquarters for 3rd Canadian Division, Joint Task Force West, and 3rd Canadian Division Support Group.

3rd Canadian Division Headquarters (formerly Land Force Western Area Headquarters) is one of four area commands of the Canadian Army and is mandated to command regular and reserve Army forces in Western Canada. Joint Task Force West Headquarters commands domestic operations to provide military assistance to civil authorities in any emergency situation in Alberta, Saskatchewan

and Manitoba. 3rd Canadian Division Support Group is mandated to support both the 3rd Canadian Division Headquarters and the Joint Task Force West Headquarters. The new consolidated facility is expected to increase the efficiency and effectiveness of operations.

The new facility replaces 1950s vintage accommodations in Building L-1 (a former elementary school) at Griesbach Barracks, and in Building 181 at CFB Edmonton, which are 12 km apart and required significant repair and maintenance costs. As Building L-1 was the last military presence at Griesbach, the entire site has now been turned over to Canada Lands Company for other development.

The new facility is sited in a prominent location adjacent to the main entry in the operational zone and provides office accommodation and operational spaces for more than 300 personnel. The design provides each user-group with their own distinct building block linked by a central spine and common elements. To meet operational requirements, the facility has been designed to a “post-disaster” standard and is built to withstand earthquakes and other natural emergencies, and all elements are operational on a 24/7 basis.

Sustainable design was a key project objective and strategies included high energy and water efficiencies, a comfortable and healthy indoor environment, daylighting and views for occupants,

among others. The project team is seeking [Leadership in Energy and Environmental Design](#) (LEED) Silver certification, and may possibly achieve LEED Gold. It was awarded the 2014 [Real Property Institute of Canada](#) (RPIC) Excellence Award for Energy Efficiency in Federal Buildings and the 2014 RPIC Real Property Award, Best Practices, Environmental Sustainability.

The construction contract was awarded in July 2011 to Pentagon Structures Ltd. of Edmonton, Alberta and was completed in July 2014. The robust nature of the

two-storey reinforced-concrete structure (to meet post-disaster standards), the in-slab heat, and polished floors throughout the operational areas proved to be a challenge during construction, as did the changing contract-security requirements during the construction period. This resulted in a delay to the construction completion; however, there was no operational impact on the user-groups. The project was delivered well within budget, with total project costs around \$40M out of a total approved budget of \$51M (excluding taxes).

The project has replaced dated, widely dispersed and expensive to maintain accommodations with a new consolidated facility that allows more efficient control and better coordination between all organizations, all within a high-performance facility with a healthy indoor environment.

Nicholas Psihramis

Project Manager | Directorate
Construction Projects delivery |
ADM(IE) | Ottawa

Ask us anything

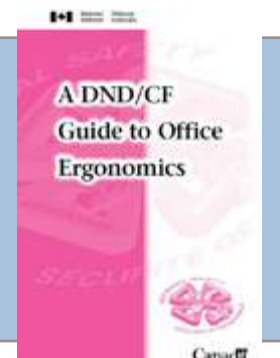


Got questions? Can't find answers? IE Comms wants to help.

For each issue of IE Focus, we will select a question submitted by a reader, we will sleuth out an answer on your behalf, and then we will publish both the question and answer in an upcoming issue of IE Focus. How handy is that? There are plenty of other IE staffers who are wondering the same thing as you, so go ahead, now's your chance — Ask Us Anything! We're up to the challenge. Send your burning questions to Kelly Clarke at [+Communication.ADM\(IE\)-SMA\(IE\)@ADM\(IE\)@Ottawa-Hull](mailto:+Communication.ADM(IE)-SMA(IE)@ADM(IE)@Ottawa-Hull)

Guide to office ergonomics

The Directorate of General Safety (D Safe G) has produced the *DND/CF Guide to Office Ergonomics*. To access this guide, and for information on how to protect your back, prevent repetitive strain injuries, request ergonomic assessments, and much more please visit the Vice Chief of Defence Staff website at: <http://vcds.mil.ca/sites/intranet-eng.aspx?page=11799>).



EVENTS

Change of Command Ceremony at Canadian Forces Base Edmonton



On July 16, 2016, Col Kevin Horgan (centre), Commander Canadian Forces Real Property Operations Group, was the Reviewing Officer for the Real Property Operations Unit (RP Ops Unit) (West) Change of Command Parade at the Edmonton Garrison. Outgoing Commanding Officer (CO), LCol Chad Rizzato (right), handed over command of RP Ops Unit (West) to the incoming CO, LCol Rob Knapik (left). LCol Rizzato was the first CO of RP Ops Unit (West), when it stood up on April 1, 2016. The role of RP Ops Unit (West) is to deliver real property services to the Department of National Defence and the Canadian Armed Forces in the West region. This was the second RP Ops Unit Change of Command parade this year, with RP Ops Unit Quebec being the first.




New and improved GTools, reimagined for you!

[GCconnex](#), [GCpedia](#) and [GCintranet](#) are now easier to use with updates that include an improved user experience and a fresh new common look.

With a more powerful search function across the three GTools, it's now faster and easier to find information and collaborate. Check out this short [GTools video](#)!

Collaboration, innovation and information-sharing are crucial to helping us work smarter in today's public service. The new and improved GTools will help you navigate today's government workplace by making more information available, making content easier to find and by giving you tools to get connected with what others are doing across government. So work smart and make the new GTools part of your daily routine.

Fun Fact: There are currently 30,316 Government of Canada employees registered with GTools. Of that total, 5,583 employees are from the Department of National Defence and the Canadian Armed Force.

 GCconnex A professional networking and collaborative workspace for all public service, allowing people to connect and share information, leveraging the power of networking towards a more effective and efficient public service. Features: <ul style="list-style-type: none">• Dynamic online communities• Professional profiles – your digital C.V.• Simple sharing of ideas and content on the "Wire"• Connecting YOU with people and information you need – in context	 GCpedia An essential knowledge sharing tool, designed to facilitate collaboration, co-creation of information and providing access to subject matter experts across all of government. Features: <ul style="list-style-type: none">• The GC wiki – fast, easy web publishing for everyone• Collaboratively create and edit content• New "What You See is What You Get" Rich Text Editor• New PDF Book Creator	 GCintranet An authoritative, central communications channel to reach all public servants. GCintranet makes it faster and easier for people who work for the GC to find the information and tools they need to do their jobs and collaborate across institutions via a single entry point. Features: <ul style="list-style-type: none">• "Spotlight On" stories highlight departments and individuals' inspiring work
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